

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER IV**

**202- HUMAN RESOURCE MANAGEMENT**

**COURSE OUTLINE**

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*Course Instructor: Dr.MaitriBhusan*

**COURSE OBJECTIVES**

The objectives of this course is to make students familiarize with basic concepts of human resource management and people related issues.

This course aims to impart comprehensive view of essential human resource management concepts, methods and techniques in a highly practical and understandable form.

**Pedagogy**

Lectures assisted by Case Studies, Presentations & Discussions.

**Live Projects/Research, Article Review/Case studies/Assignments will be specified for preparation to supplement learning. (After each unit 1 Assignments/Quiz etc)**

**EVALUATION**

<b>1) Total Internal Evaluation</b>	<b>:</b>	<b>25 marks</b>
Mid Term Test		10 marks
Article Review Case Study Participation and Presentation		5 marks
Live Projects/ Role Play		5 marks
Internal Assessment		5 marks
<b>2) University External Exams</b>	<b>:</b>	<b>75 marks</b>
<b>Total</b>	<b>:</b>	<b>100 mark</b>

**TEACHING PLAN**

Detailed Course Outline	References	Sessions
<p><b>UNIT 1</b></p> <p><b>Human Resource Management:</b></p> <p>Concept, Nature, Scope, Objectives and Importance of HRM.</p> <p>Evolution of HRM Emerging challenges of HRM Personnel Management vs HRM Empowerment, Human Capital, Flexi –time,</p> <p>Mentoring</p> <p><b>Strategic HRM:</b></p> <p>Meaning and Scope of SHRM Traditional HRM vs. Strategic HRM</p>	<p><u>Text</u> <b>V.S.P Rao-HRM</b></p> <p><b>Chapter 1</b></p> <p><b>Ch-3</b></p> <p><b>Ch-11</b></p> <p><b>K. Aswathappa, TMH</b></p> <p>Chapter-3</p> <p>Ch1,2</p> <p>1. Dessler.G. &amp; Varkkey B. (2015). Human Resource Management, 14 e Pearson Education. 2. Denisi, A., Griffin, R. and Sarkar,A (2016). HR: A South Asian Perspective,1/e Cengage Learning</p>	<p><b>14 Hours</b></p> <p><b>2</b></p> <p><b>2</b></p> <p><b>4</b></p> <p><b>2</b></p> <p><b>2</b></p> <p><b>2</b></p> <p><b>2</b></p> <p><b>2</b></p>

<b>UNIT II</b>	<b><u>Text</u></b>	<b>14 HOURS</b>
<b>Human Resource Planning:</b>	<b>V.S.P Rao-HRM</b>	<b>2</b>
Quantitative and Qualitative Dimension		
<b>Job Analysis:</b>	<b>Chapter 5</b>	<b>2</b>
Job Description and Job Specification		
Job Enlargement, Job Enrichment		
<b>Recruitment:</b>	<b>Ch-6</b>	
Concept,Sources,Process,Methods & Techniques		
including E-Recruitment,Outsourcing,Poaching		<b>2</b>
<b>Selection:</b>		<b>2</b>
Concept and Process ;test and interview; placement	<b>Ch-7</b>	<b>2</b>
induction		<b>2</b>
<b>Internal Mobility and Job Changes:</b>		
Promotions,Demotions,Transfers & Separations	<b>Ch-12</b>	<b>2</b>
<b>Role Play, Action Learning</b>	<b>K.Aswathappa</b>	
<b>Case Study</b>	Chapter 4	
<b>Oracle,Capgemini,ISTD,AIMA Corporate Portal Analysis</b>	Chapter 5,6,7	
	1. Dessler.G. & Varkkey B. (2015). Human Resource Management, 14 e Pearson Education.	
	2. Denisi, A., Griffin, R. and Sarkar,A (2016). HR: A South Asian Perspective,1/e Cengage Learning	

UNIT III	<u>Text</u>	14 HOURS
<p><b>Training &amp; Development:</b></p> <p>Concept and Importance</p> <p>Identifying Training &amp; Development Needs</p> <p>Designing Training Programmes</p> <p>Role Specific and Competency Based Training</p> <p>Evaluating Training Effectiveness</p>	<p><b>V.S.P Rao-HRM</b></p> <p><b>Chapter-8</b></p>	4
<p><b>Management Development:</b></p> <p>Meaning, Process and Techniques</p> <p>Career Planning,</p> <p>Succession Planning and</p> <p>Career Development</p>	<p><b>Ch-9</b></p> <p><b>Ch-13</b></p>	4
<p><b>Compensation:</b></p> <p>Concept and Components of Employee Compensation-Base and Supplementary</p> <p>Job Evaluation: Concept, Process and Significance</p>	<p><b>K.Aswathappa</b></p> <p>Chapter-5</p> <p>Chapter 8,11</p>	4
<p><b>Cases on Career Development, Blended Learning Balance Scorecard</b></p> <p><b>McKinsey, Nielsen, Microsoft, PricewaterhouseCoopers Study</b></p>	<p>1. Dessler.G. &amp; Varkkey B. (2015). Human Resource Management, 14 e Pearson Education.</p> <p>2. Denisi, A., Griffin, R. and Sarkar, A (2016). HR: A South Asian Perspective, 1/e Cengage Learning</p>	2

<b>UNIT IV</b>	<b>Text</b>	<b>14 HOURS</b>
<b>Performance Appraisal:</b>	<b>V.S.P.Rao</b>	
Nature and Objectives	<b>Chapter 10</b>	2
Techniques of PA(Traditional & Modern Methods)		
Limitations of Performance Appraisal, potential appraisal		2
<b>Maintenance:</b>	<b>Ch-15</b>	2
Employee Health & Safety		
Employee Welfare	<b>Ch-16</b>	2
Social Security		
Industrial Relations:		
An overview,	<b>Ch17</b>	2
Employee Grievances: Concept and Causes	<b>K.Aswathappa</b>	
Grievances:handling and redressal settlement machinery	Chapter 18	
	Chapter 9,13,16	2
<b>Complete Overview of Syllabus</b>		2
<b>Total</b>		<b>58</b>

1. VSP Rao-Human Resource Management-Taxman's
2. VSP Rao-Human Resource Management –Vikas Publication
3. K.Aswathappa – 8<sup>th</sup> Edition Human Resources Management, Tata McGraw Hill, 1997

**Text Books**

1. Gary Dessler. (6<sup>th</sup> Ed.,2013). A Framework for Human Resource Management, Pearson Education.
2. Davi A. Decenzo and Stephen P. Robbins,Susan L.Verhulst ,(11<sup>th</sup> Rev Ed.,2015) Human Resource Management, Wiley India Private Limited
3. Bohlander and Snell,(16thEdition ,2014) Principles of Human Resource Management, Cengage Publication
4. K.Aswathappa ,(8<sup>th</sup> Ed.,2017)Human Resource Management,Mc Graw Hill Education
5. Chhabra,T.N (1<sup>st</sup> Ed.,2014)Essentials of Human Resource Management, Sun Inida Publication, New Delhi.
6. Robert L.Mathis and John Jackson (14<sup>th</sup> Ed., 2014) Human Resource Management, South Western Publisher.

### **Reference Books**

- 1.Mondy,W.,(2016),HRM,14 /e . Pearson Education
- 2.Durai.P.(2016)HRM 2/e Pearson Education
3. Ivancevich,J.M. (2016). Human Resource Management, 11/e Mc Graw Hill Education
- 4.Byars,L.L & Rue.L.W.(2013)HRM,10/e, Mc Graw Hill Education

### **Other Books**

- 1.Armstrong, M. (2009). Armstrong’s Handbook of Human Resource Practice, Kogan Page
2. Lepak, D. & Gowan M. (2009). Human Resource Management, Pearson Education.
3. Denisi, A., Griffin, R. and Sarkar,A (2016). HR: A South Asian Perspective,1/e Cengage Learning
- 4.Edwin B. Flippo – Personal Management, New York, Mc Graw Hill Book Company, International Edition, 1984
- 5.C.S. Venkataratnam and B.K. Srivastava, Personnel Management and Human Resources, New Delhi, Tata Mc Graw Hill Publishing Company Ltd., 1991
- 6.C.B. Memoria, Personal Management (Management of Human Resource), Himalaya Publishing House, Twelfth Edition Reprint, 1997
- 7.Snell et al (2010). Human Resource Management, Cengage Learning (India Edition).

### **Management Magazines & Journals**

1. Effective Executive by ICFAI press
2. Management Review
3. Harvard Business Review
4. Indian Management by AIMA

5. Human Capital
6. People Matters
7. Vikalpa
8. Vilakshan
9. Abhigyan
10. Abhivyakti
11. Business India
12. Business Standard
13. Business Today
14. Business World
15. Forbes India

### **WEB SURF**

1. <https://www.aima.in/>  
<http://www.assochem.org/>
2. <http://www.ficci.com/>
3. <http://commerce.nic.in/MOC/index.asp>
4. <http://www.bloomberg.in/>
5. <https://hbr.org/>
6. <http://forbesindia.com/>
7. <http://www.digitalindia.gov.in/>
8. <http://meatel.nic.in/>
9. **<https://www.edx.org/>**
10. <http://www.shrm.org/pages/default.aspx>  
<http://www.shrm.org/research/pages/default.aspx>
11. <http://www.nationalhrd.org/about-nhrdn/overview>
12. <https://hbr.org/>
13. [http://www.mckinsey.com/global\\_locations/asia/india/en](http://www.mckinsey.com/global_locations/asia/india/en)
14. <http://www.nielsen.com/in/en.html>
15. <https://www.peoplesmatters.in/>
16. <https://www.aima.in/conferences-events.html>
17. <http://mhrd.gov.in/>
18. [http://www.ugc.ac.in/ugc\\_ic.aspx](http://www.ugc.ac.in/ugc_ic.aspx)

19. <http://www.icssr.org/>
20. <http://www.humancapitalonline.com/>
21. <http://www.makeinindia.com/sectors>
22. <http://www.goldmansachs.com/>
23. <https://www.glassdoor.co.in/Reviews/index.htm>
24. <http://resumeservice.monsterindia.com/>
25. <http://content.monsterindia.com/research.html>
26. <http://resume.naukri.com/sample-resume-for-freshers>
27. <http://www.robinsharma.com/>

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE  
BACHELORS OF BUSINESS ADMINISTRATION**

**SEMESTER IV**

**BBA 204- FINANCIAL MANAGEMENT**

**COURSE OUTLINE**

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*COURSE OBJECTIVE*

The objective of this course is to develop skills which are useful for understanding and dealing effectively with finance in organization.

**METHODOLOGY**

- (a) The pedagogy will be Lectures, Case Study, Discussions and Presentations.

**EVALUATION**

Besides the Semester end- examination, the students will be continuously assessed during the course on the following basis:

(a)	End Term Exams	: 75 marks
(a)	Written Assignments/ Case Analysis/ Presentation	: 15 marks
(b)	Mid Term Test	: 10 marks
	Total	: 100 marks

Contd...2...

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**TEACHING PLAN:**

Detailed Course Outline	References	Sessions
<b>UNIT I</b>	<u>Text</u>	
<b>Financial Management:</b>	IM. Pandey - Chap.1-5	1
• Nature, Scope & Objectives		2
• Time value of Money	<u>Supp.</u>	4
• Risk & Return & Valuation of Securities	R.P.Rustagi –Chap.1& 2	

<b>Sources of Financing:</b> <b>Classification &amp; various types of Financing</b>	<u>Text</u> IM. Pandey - Chap.3  <u>Supp.</u> Prasanna Chandra –Chap.3-6	3
<b>UNIT II</b> <b>Capital Budgeting</b> <ul style="list-style-type: none"> <li>• Traditional Techniques (Payback period, ARR )</li> <li>• Modern techniques (NPV, IRR, PI)</li> <li>• Capital Budgeting under Risk( RADR &amp; Certainty Equivalent approach)</li> </ul>	<u>Text</u> IM. Pandey –Chap 9-11  <u>Supp.</u> R.P Rustagi Chap 3 & 4	2  3 2
<b>UNIT III</b> <b>Cost of Capital</b> <ul style="list-style-type: none"> <li>• Concept &amp; classification.</li> <li>• Cost of Equity, Preference capital etc.</li> </ul> <b>Capital Structure:</b> <ul style="list-style-type: none"> <li>• Theories ( Net income, Net operating income approach etc.)</li> </ul> <b>Leverages :</b> <ul style="list-style-type: none"> <li>• Concept &amp; classification</li> <li>• Operating &amp; Financial leverage</li> </ul>	<u>Text</u>  IM. Pandey – Chap 8, 12 & 13  <u>Supp</u> <u>R.P. Rustagi – chap 5-9</u>	1 3 4  1 1
<b>UNIT IV</b> <b>Dividend decision</b> <ul style="list-style-type: none"> <li>• Dividend Theories: Walter model, Gordon model etc</li> </ul> <b>Working Capital Management</b> <ul style="list-style-type: none"> <li>• Concept &amp; nature</li> <li>• Estimation of Working capital</li> <li>• Inventory &amp; Payable management</li> </ul>	<u>Text</u> IM. Pandey Chap.14-19  <u>Supp</u> <u>R.P. Rustagi chap 10-16</u>	3  1 2 3
<b>TOTAL NO. OF SESSIONS</b>		36

**Text Book**

***I.M. Pandey, Financial Management , Vikas Publishing House Pvt. Ltd. , Fourth edition***

***Supplementary Readings:-***

Dr. R.P. Rustagi, Financial Management, Taxmann's , 13<sup>th</sup> edit

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE  
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**SEMESTER II**

**BBA 206 - RESEARCH METHODOLOGY**

**COURSE OUTLINE**

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*COURSE OBJECTIVE:*

The course has been designed with following objectives:

- Student will be able to describe the current and past theory and practice of ‘
- Business Research’ in India and abroad.
- Student will be able to develop research aptitude based on best practices in research,
- Student will develop analytical and critical thinking based on primary and secondary
- research for better decision making
- Student will be able to comprehend the variety of factors which influence research in business.

**6. Pedagogy**

Prior reading of suggested course material for each session happens to be a prerequisite for each participant (that includes the Faculty too) to meaningfully reflect his/her point of view. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member.

**Case studies/Assignments will be specified for preparation to supplement learning wherever the faculty finds it appropriate**

## Course Content

The programme will unfold as per following **Session-wise Teaching-Learning Plan:**

<b>Section</b>	<b>Theme</b>	<b>Hours</b>
<b>I Introduction</b>	Intro to Business Research, Definition and Application Types of research	3
	Steps in Research Process , Reviewing of Literature	3
	Formulating a Research Problem , establishing operational Definitions, Identifying Variables	3
	Types of Measurement Scale, constructing Hypothesis	3
<b>II Research Design</b>	Research design – definition, functions; study designs – based on number of contacts, based on  Reference period, experimental, non- experimental and quasi- experimental study designs, cross-Over comparative experimental design, replicated cross-sectional design, action research	6
	Methods of Data Collection – Primary and Secondary Sources; Primary Data	4

	Collection Instruments; .	
<b>Measurement Concept</b>	Attitudinal Scales – Likert, Thurstone, Guttman Scales; Validity of Research Instruments – Face And Content, Concurrent And Predictive, Construct Validity; Reliability of Research Instruments – External And Internal Consistency Procedures	
<b>III Sampling And Research Proposal</b>	Sampling – Concepts, Principles; Types of Sampling – Probability, Non- Probability, Mixed Sampling Designs; Sampling Frame; Sample Size Determination;	7
	Writing A Research Proposal; Ethical Issues In Data Collection; Data Editing, Coding And Tabulating.	7
	Questionnaire Design	
<b>IV Hypothesis</b>	Introduction to Hypothesis Testing  Writing A Research Report, Introduction to spss	16

**Prescribed Text:**

1. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education.
2. Naresh Malhotra and S Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall.
3. Zikmund William G, Business Research Methods, Seventh Ed., Thomson South Western

## **Reference Books**

1. Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2. Uma Sekaran (2010) Research Methods for Business, 4th edition, Wiley.
3. Robert Stine and D Foster (2010) Statistics for Business, 1st edition, Pearson Education.
4. Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education
5. Zikmund William G, Business Research Methods, Seventh Ed., Thomson South Western

## **Assignments given**

- a) **Group Research Project**

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**

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**SEMESTER IV**

**BBA 210: INFORMATION SYSTEMS MANAGEMENT**

**COURSE OUTLINE**

**COURSE OBJECTIVE**

The objective of the course is to acquaint the students about the concept of information systems and their components specially databases in business organizations.

**METHODOLOGY**

The pedagogy will be Lectures, Demos, Presentations and Assignments

**EVALUATION**

Besides the End semester exams the evaluation will also be based on the following:

a)	Mid Term Exams	: 15 marks
b)	Assignment	: 05 marks
c)	Internal Assessment	: 05 marks
d)	End Semester Exams	: 75 marks
	Total	: 100 marks

<b>COURSE OUTLINE</b>	<b>REFERENCES</b>	<b>SESSIONS</b>
<b>UNIT – I</b> Introduction to MIS: Definition, purpose, objectives and role of MIS in business organisation prerequisites for effective MIS, components of MIS, MIS applications in business	Goel DP	3
Information in decision making: Meaning and importance, sources and types of information, information requirements with particular reference to management levels, relevance of information in decision making.	Goel DP	3
<b>UNIT – II</b> Introduction to database systems file system vs DBMS, structure of DBMS, people who deal with databases, introduction to data models, concept of normalization, introduction to entity relationship model .	Elmsari and Navathe	4
Overview of design database design entities attributes and relationships introduction to relational model integrity constraints querying relational data using SQL DDL and DML commands aggregate functions	Elmsari and Navathe	4
<b>UNIT – III</b> Cost Benefit analysis: quantitative and qualitative aspects, assessing information needs of the organization	Goel DP	4
System Development: concept of system, types of systems, open & closed, deterministic & probabilistic, etc. system approaches	Goel DP	2
System Development Life Cycle, prototyping, End user development, waterfall and spiral method, system analysis design and implementation	Goel DP	2
<b>UNIT – IV</b> Types of Information System: transaction processing system, expert system, decision support system, executive information system and knowledge management system	Goel DP	2
Information Technology: recent development in the field of information technology, impact of IT on organization, multimedia approach to information processing, centralised and distributed processing	Goel DP	2
<b>Total sessions</b>		33

**TEXT:**

1. Lauren Lauren 14th edition 2015 Management Information System, Pearson education.

**REFERENCES:**

1. Elmsari and Navathe, “Fundamentals of Database Systmes”, 4th Ed., Pearson education
2. O'Brien James a 10th edition 2013 Management Information System, McGraw Hill
3. Goel DP, Management Information System, Macmilan Publication

# LIST OF PRACTICALS

## BBA SEMESTER IV

### 212- INFORMATION SYSTEM MANAGEMENT LAB

#### Common List:

Create the following tables:

Sailors (sid: integer, snane: string, rating: integer, age: real)

Boats (bid: integer, inane: string, color, string)

Reserves (sid: integer, bid: integer, day: date)

Solve the following queries:

1. Insert data into these tables.
2. Find all sailors with a rating above 7.
3. Find the name of sailors who have reserved boat number 103.
4. Find the sid of sailors who have reserved a red boat.
5. Find the color of boats reserved by sid 5.
6. Find the ages of sailors whose name begin & end with B & has at least three characters.
7. Find the sid of sailors who have reserved a red or a green boat.
8. Find the names of sailors who have reserved a red & a green boat.

9. Find the names of sailors who have reserved a red boat, but not green boat.
10. Find all sides of sailors who have a rating of 10 or have reserved boat 101.
11. Find the names of sailors who have not reserved a red boat.
12. Find sailors Sid whose rating is better than some sailor called Horatio.
13. Find the sailors with highest rating.
14. Find the average age of all sailors.
15. Find the average age of sailors with a rating of 10.
16. Find the name & age of the oldest sailor.
17. Count the number of sailors.
18. Count the number of different sailor names.
19. Find the names of sailors who are older than the oldest sailor with a rating of 10.
20. Find the age of the youngest sailor for each rating level.
21. Find the average age of sailors for each rating level that has at least two sailors.



